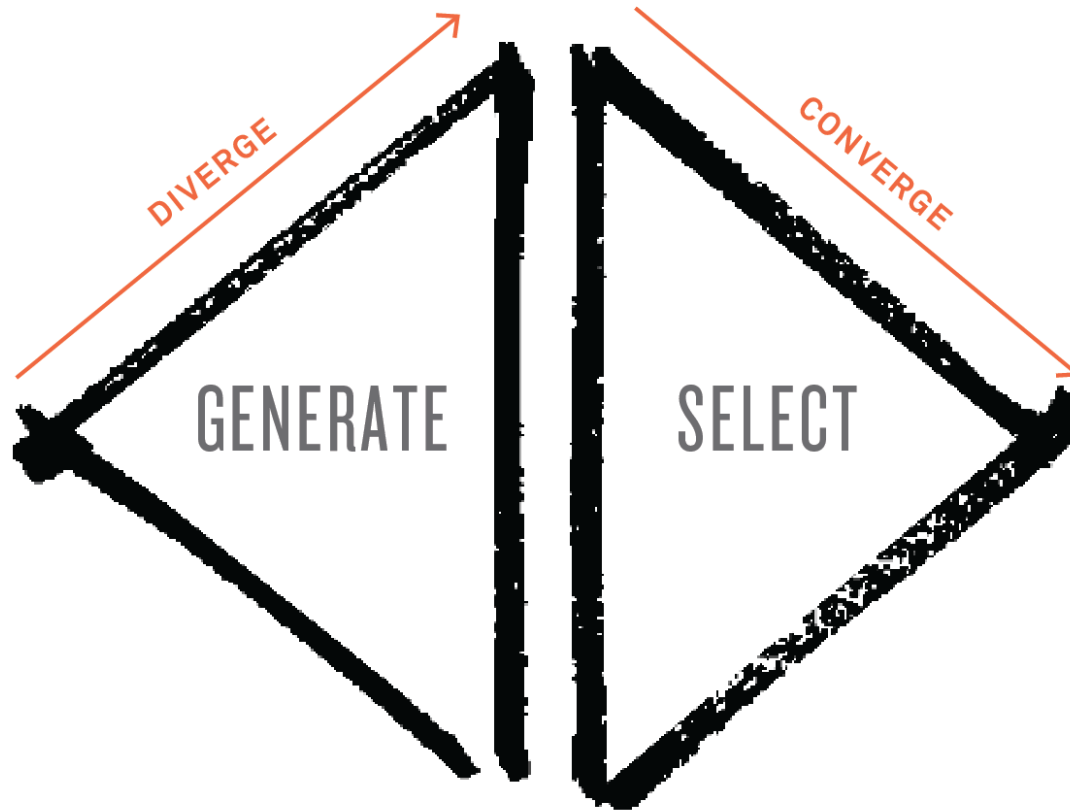


hello.

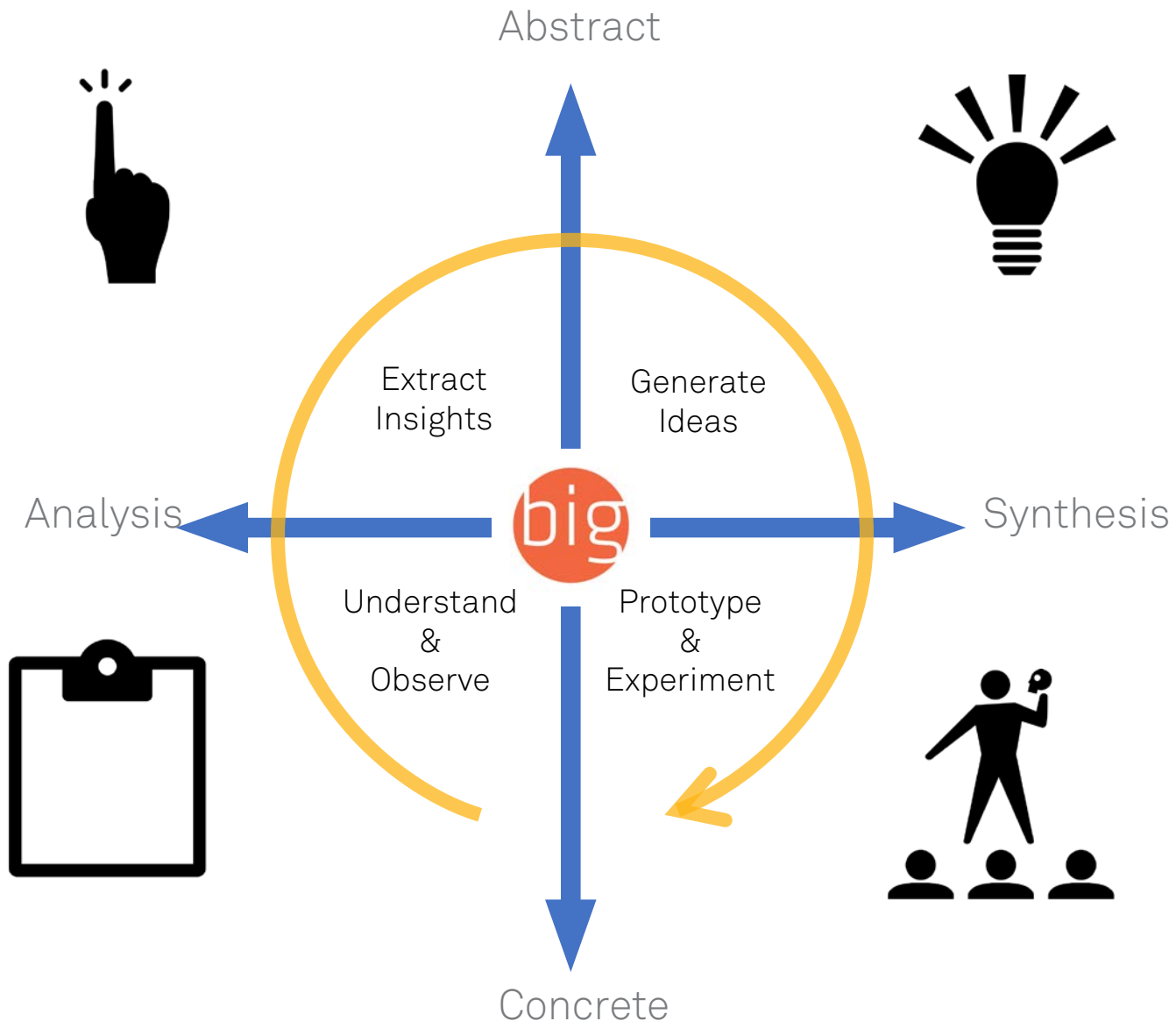
Design thinking

# THE DYNAMIC BALANCE OF DIVERGE AND CONVERGE



- Remember! You can't diverge and converge at the same time

# the **big** innovation process



# Agenda

# OUR AGENDA FOR THE DAY

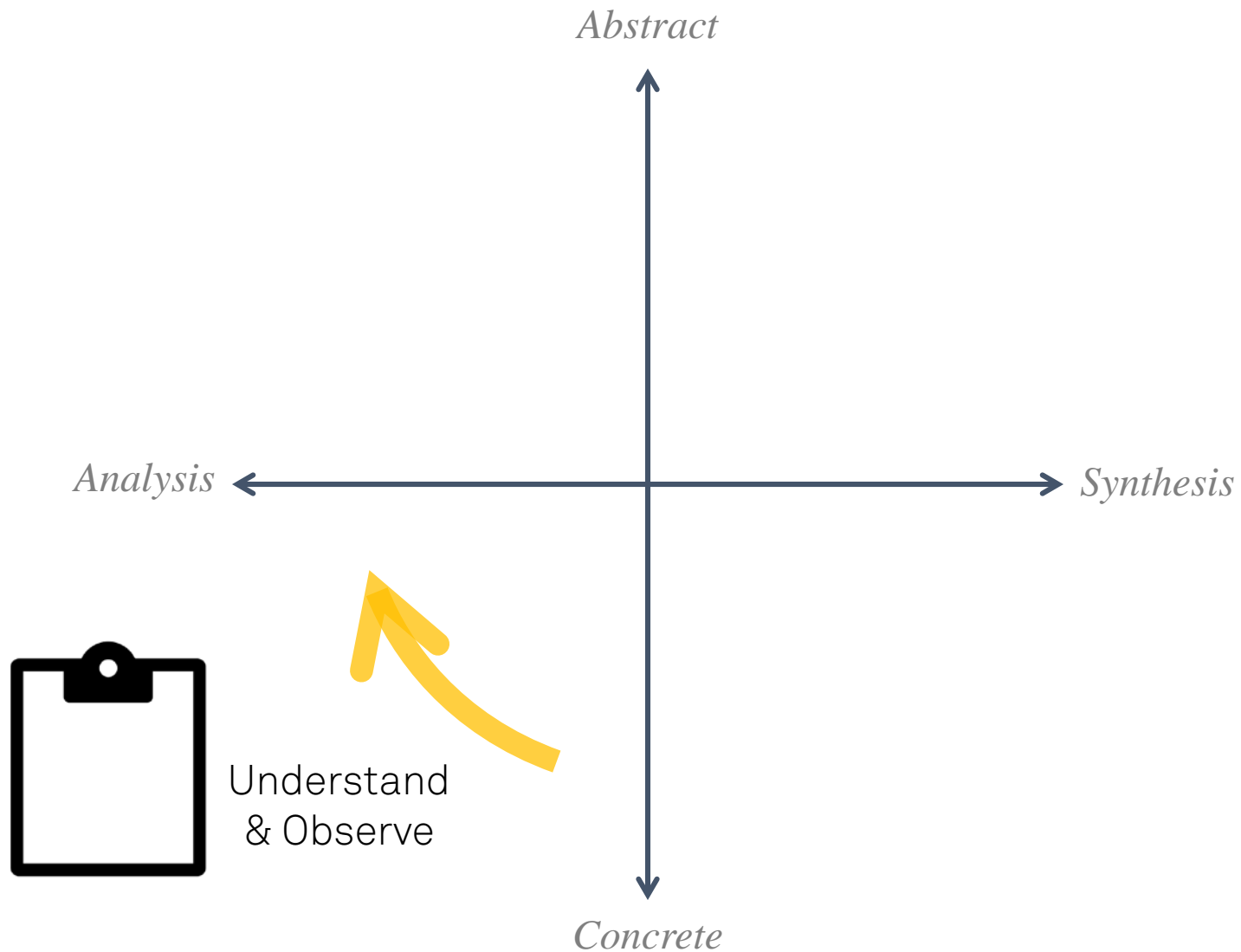
Time	Section Title	Key Learning
9:05 – 9:20 am	Introduction	
9:20 – 9:45 am	One-breath Introductions	Introduce Human Resources
9:45 – 10:15 am	Phase 1: Experience Exercise	Reinforce Shared Experience
10:15 – 10:45 am	Phase 2: Insights	New Connections, Existing Dada
10:45 – 11:00 am	“How Might We?”	Reframing the Opportunity
11:00 – 11:15 am	15-minute Bio Break	
11:15 – 11:45 am	Phase 3: Ideation	Building Solutions
11:45 – 12:15 pm	Phase 4: Prototyping	Practice in Storytelling
12:15 – 12:30 pm	Wrap Up	



A Design Thinking & Innovation Workshop

PHASE 1

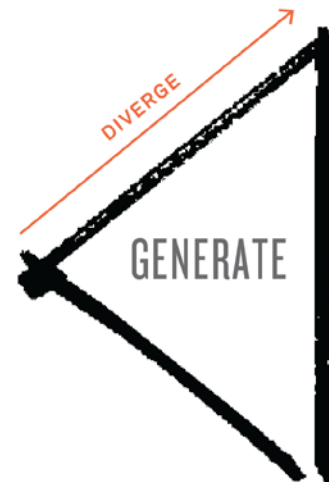
Discovery





# DIVERGING RULES

- Defer judgment
- Strive for quantity
- Seek wild & unusual ideas
- Build on other ideas
- Be visual



**Into Action**

# Observe to Understand

- **Process:**

- Two or three team members role play scenario
- Other team members take notes via observation
- Then, interview subjects about their experience
- Cluster observations into affinity groups

- **Outcome:**

- Build empathy for residents; gain shared experience among teammates

# Our Tools for Design Thinking

Post-it Notes, Sharpie Pens & Dots!

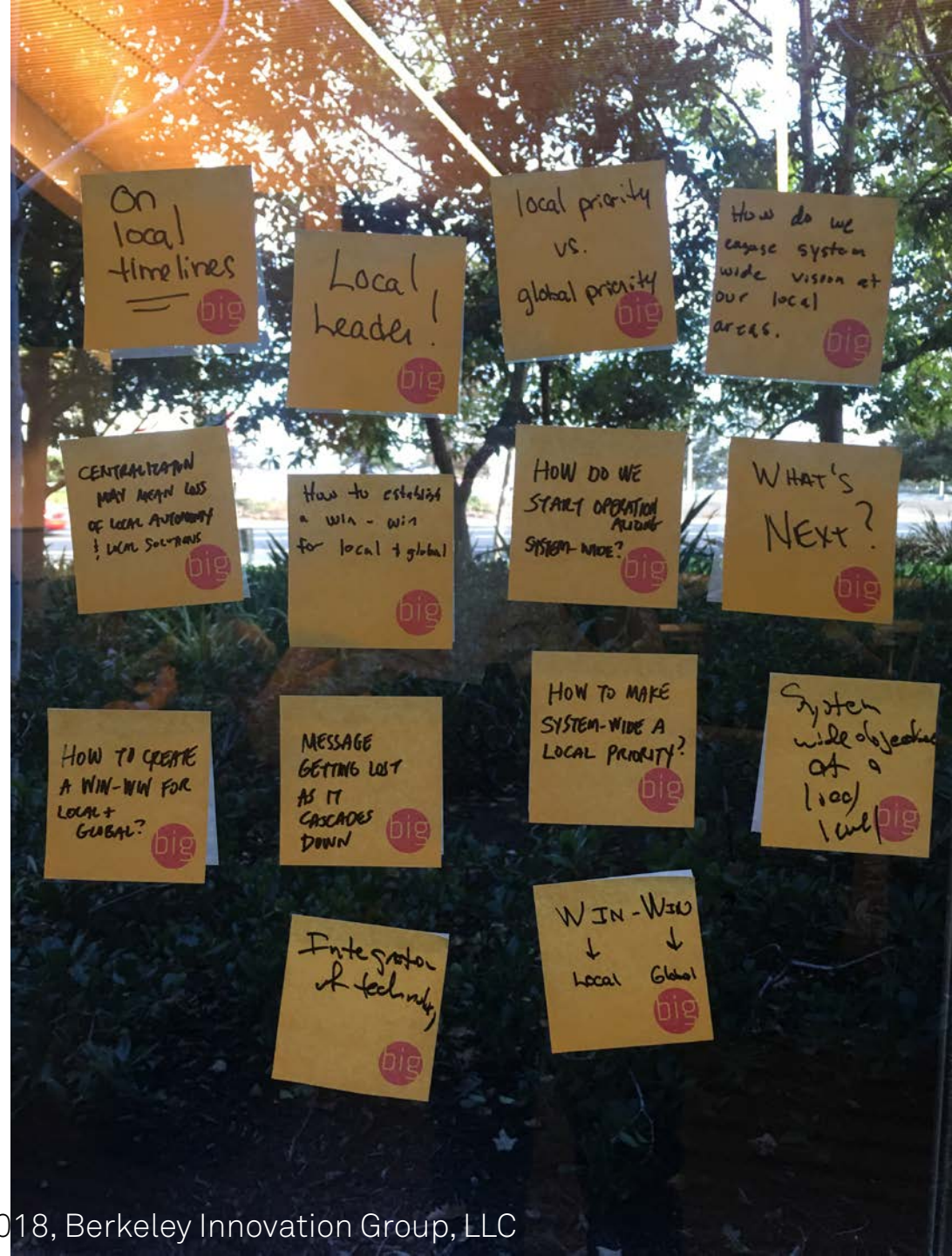


- Write one idea per post-it note
- Write large enough so that it can be read from 5 feet away
- Write legibly so others can read it

# AFFINITY DIAGRAMMING

Looking for ideas to experiment on

- Take all the post-it notes you've generated and cluster them on the wall
- Talk to understand, and to build on one another's ideas, not to judge
- "Yes, and.."



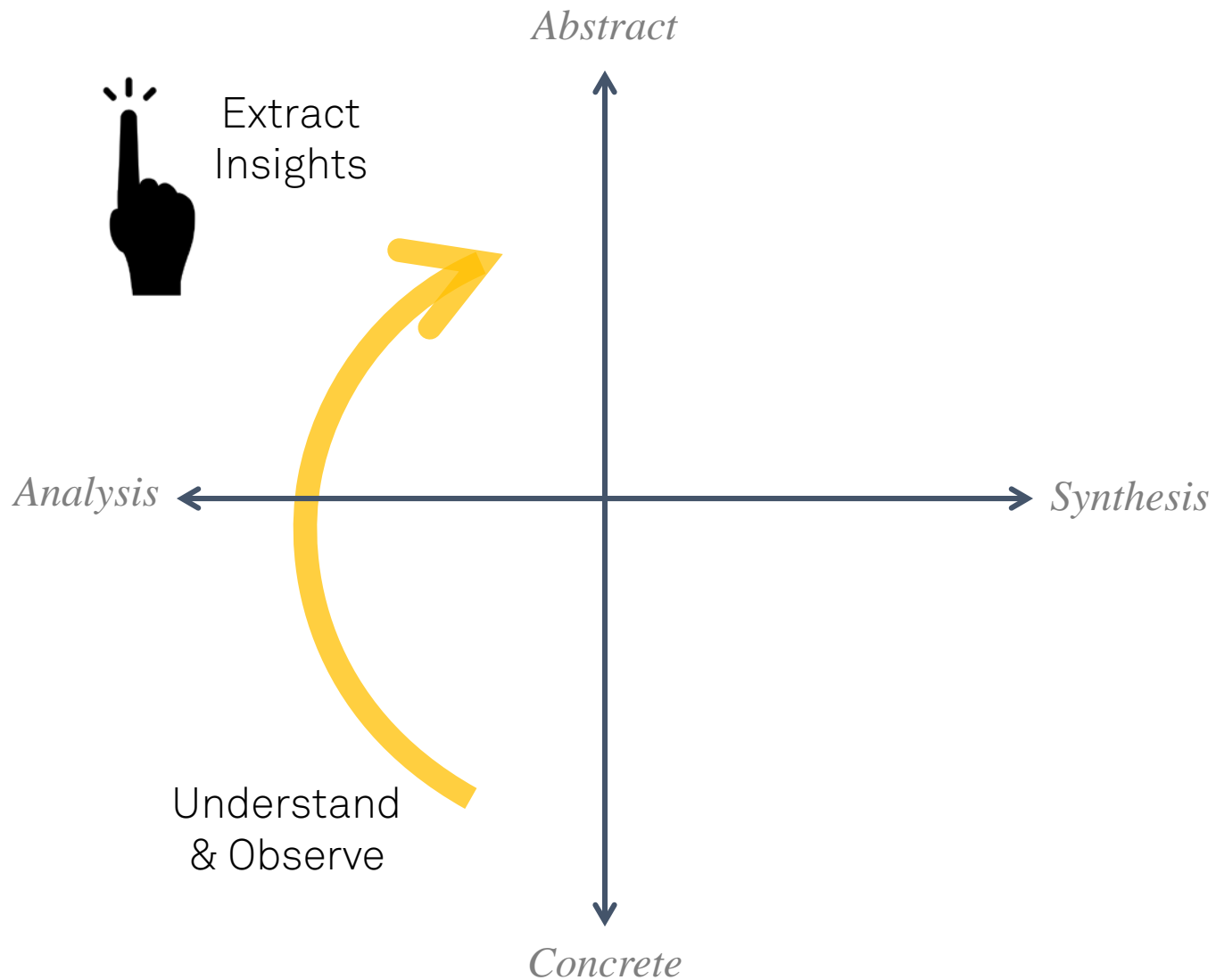
# Selecting Ideas: Dot Voting



- Each person on the team receives 3 dots
- Place your dots on the orthodoxies you are selecting
- Identify the team's top choice (this is the idea with the most dots!)

PHASE 2

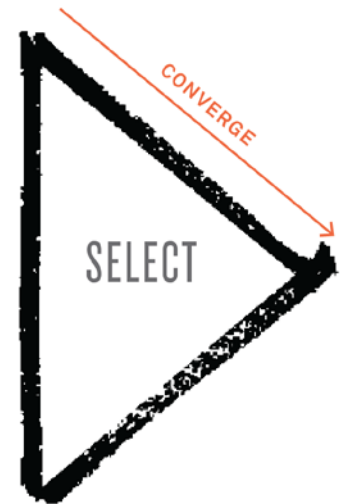
Insights





# CONVERGING RULES

- Be affirmative
- Be deliberate
- Check objectives
- Improve ideas
- Consider novelty



**“The task is not so much to see what no one else has seen, but **to think** what no one else has thought, about what everyone sees.”**


-Arthur Schopenhauer



“How might we?”

**“The greatest challenge to any thinker is stating the problem in a way that will allow a solution.”**

–Bertrand Russell

A neon sign with the words "THINK ABOUT THINGS DIFFERENTLY" arranged in four lines. The letters are white and have a hand-drawn, slightly irregular appearance. The sign is set against a dark background, and the neon tubes are visible, giving it a glowing effect. The text is staggered, with each line starting further to the right than the one above it.



# HOW MIGHT WE STATEMENTS

What are they? Why do we use them?

- It's your reframed core belief in the form of a question
- It is the question you will answer, or the problem you will solve.



HMW

o o o

HMW...  
better communicate  
with the  
customer our  
audit findings?  
in real time?

HMW,  
Share Audit  
info in real time!

Drives  
customers

Give customers  
real-time  
info on their  
sorting  
accuracy.

HMW:  
Automatically send  
info to customers?

HMW we capture  
data at the  
source?

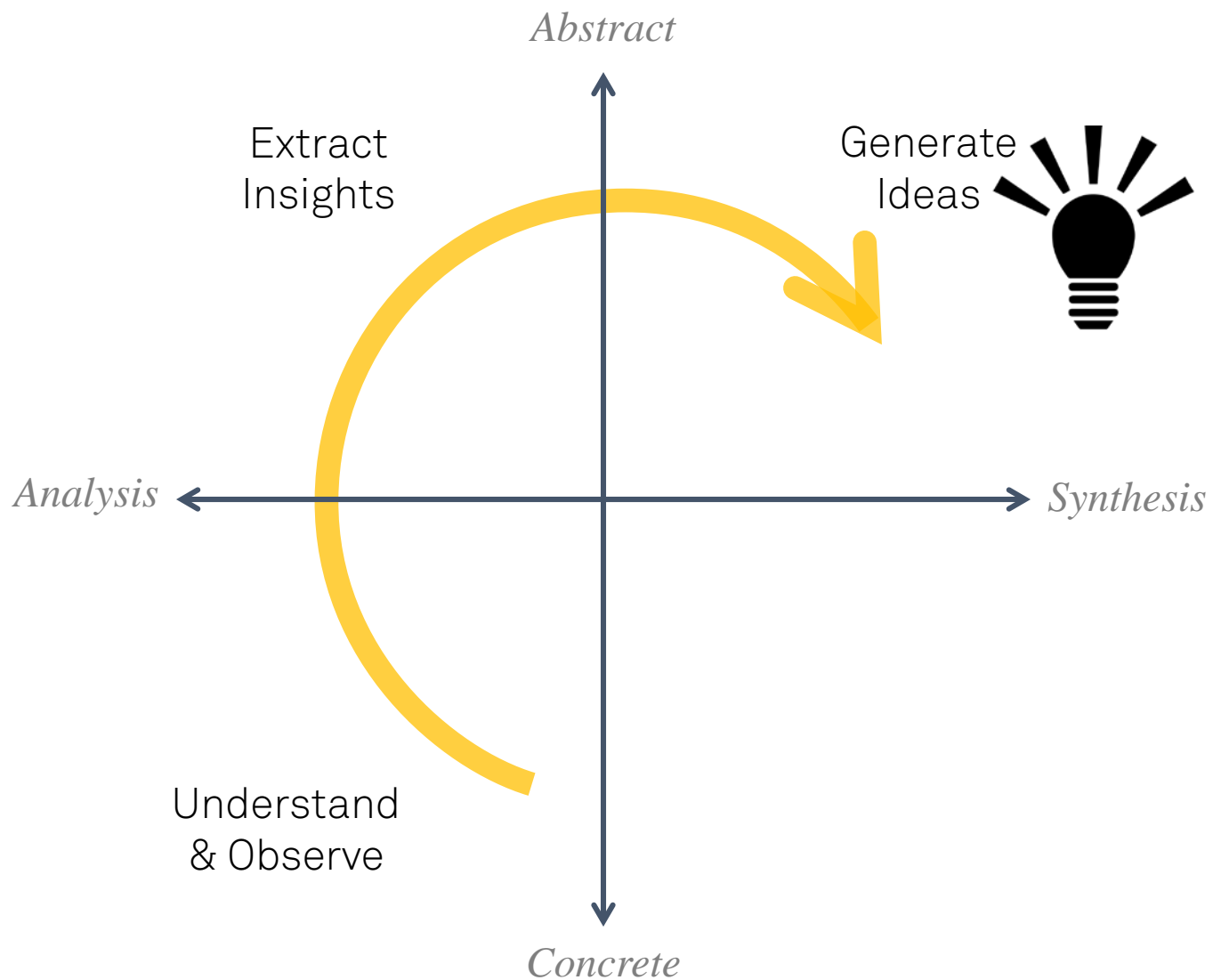
HMW...  
Store pictures  
of audit so  
all are aware  
of their storage  
location?

Ensure fair  
and consistent  
driver

HMW...

PHASE 3

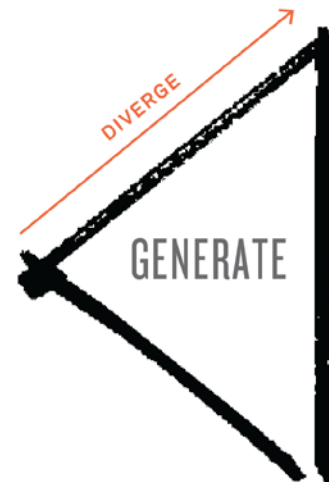
Ideation





# DIVERGING RULES

- Defer judgment
- Strive for quantity
- Seek wild & unusual ideas
- Build on other ideas
- Be visual



# A 5-Minute Ideation Exercise

- Each person will generate 20 ideas that answer your team's "How Might We" question
- Use the diverging rules
- Write every idea down - there are no bad ideas at this point!

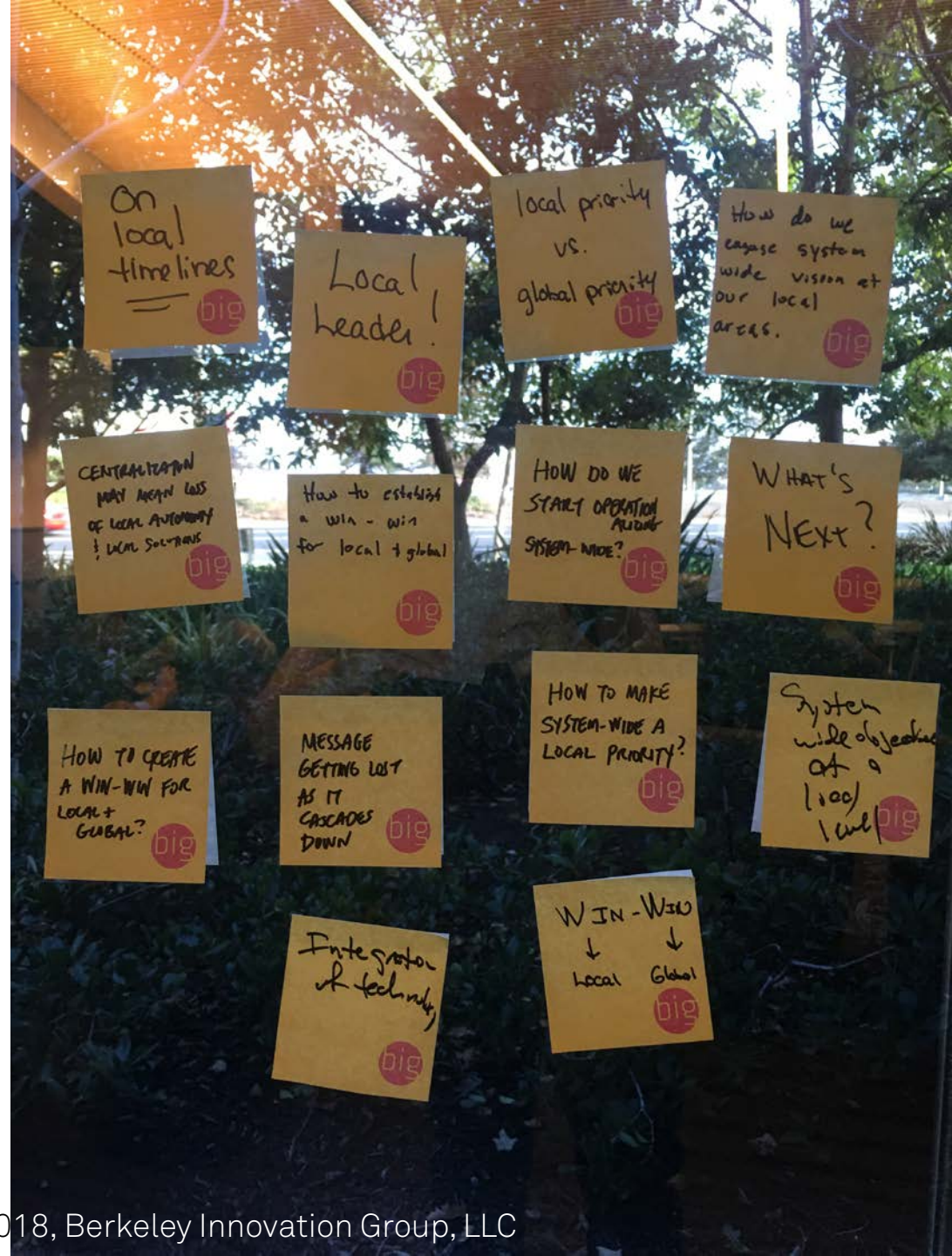


Clark Kellogg

# AFFINITY DIAGRAMMING

Looking for ideas to experiment on

- Take all the post-it notes you've generated and cluster them on the wall
- Talk to your teammates about the essence of the ideas
- Talk to understand, and to build on one another's ideas, not to judge



# Selecting Ideas: Dot Voting

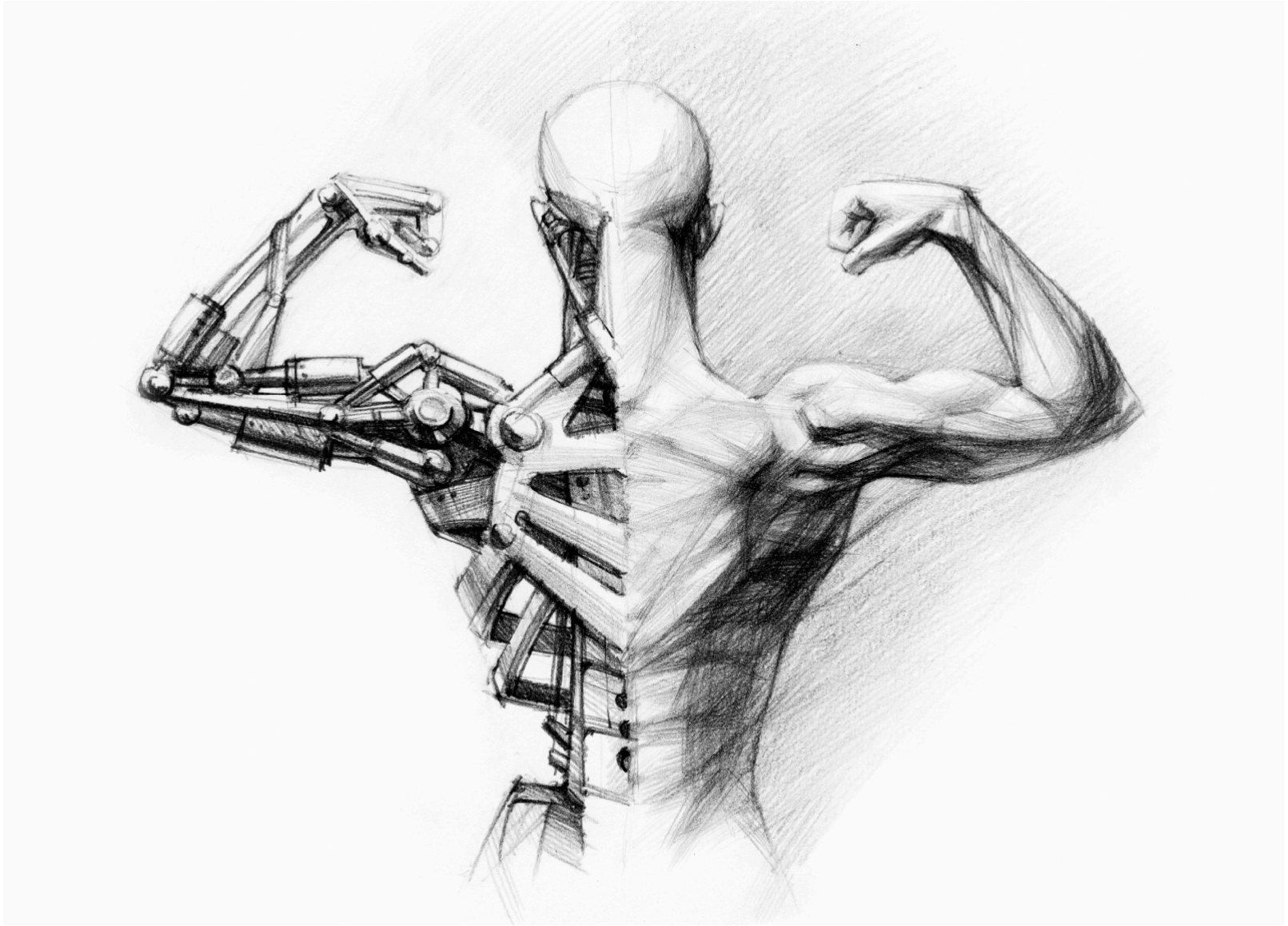


- Each person on the team receives 3 dots
- Place your dots on the ideas you are selecting
- Identify the team's top choice (this is the idea with the most dots!)

What we learned so far

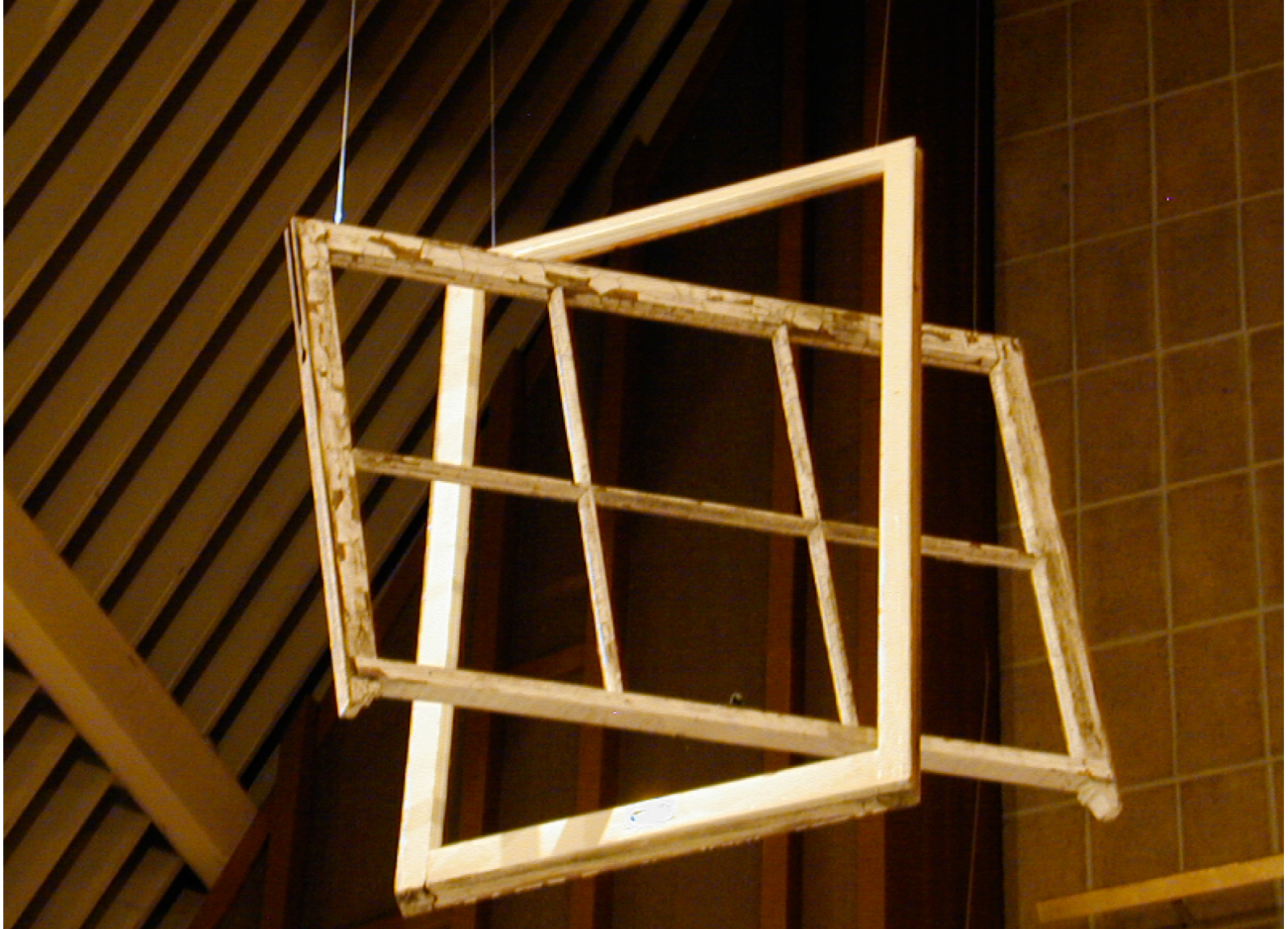
# Recap





**I think with words and pictures**

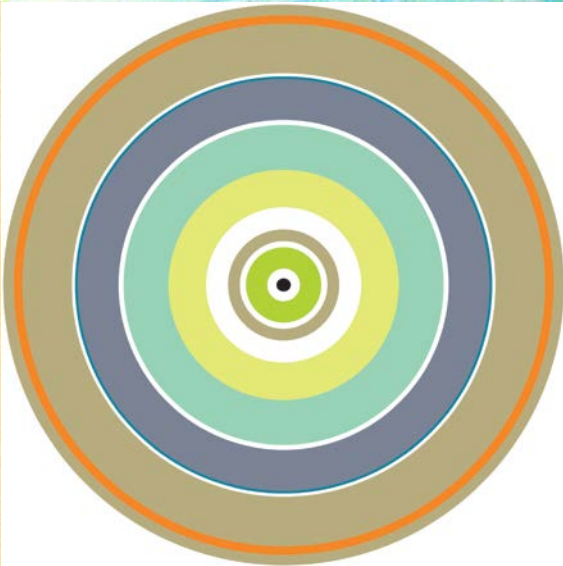
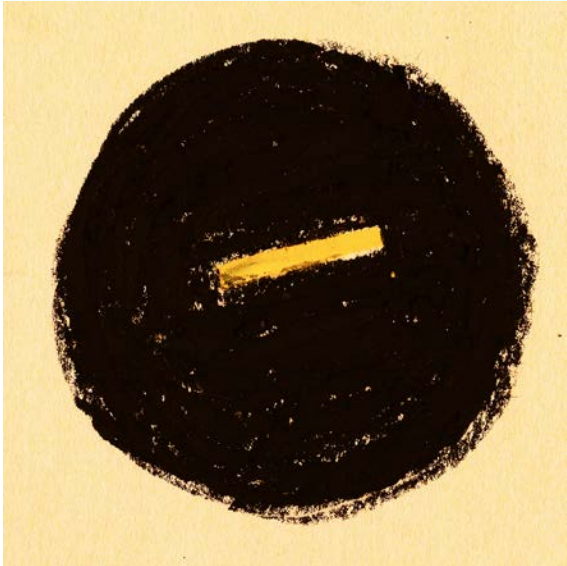
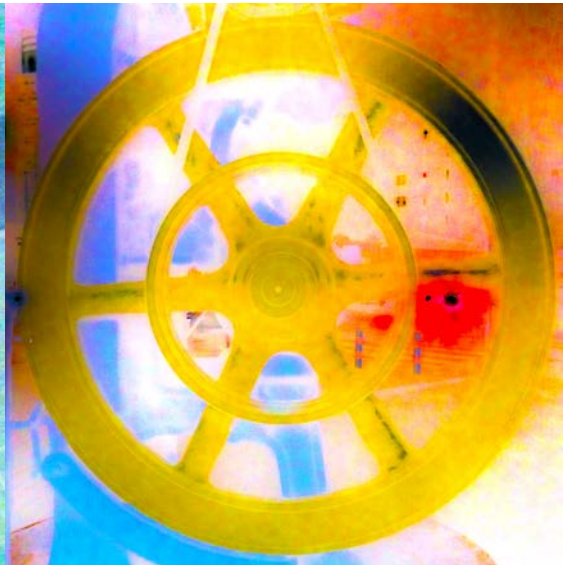
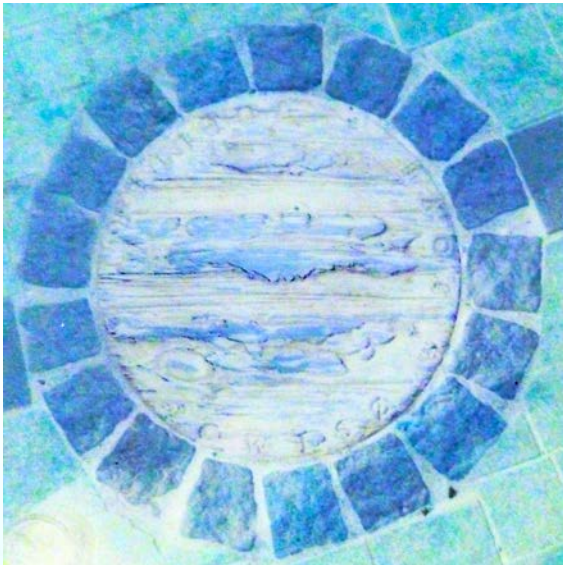
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**I reframe the questions**

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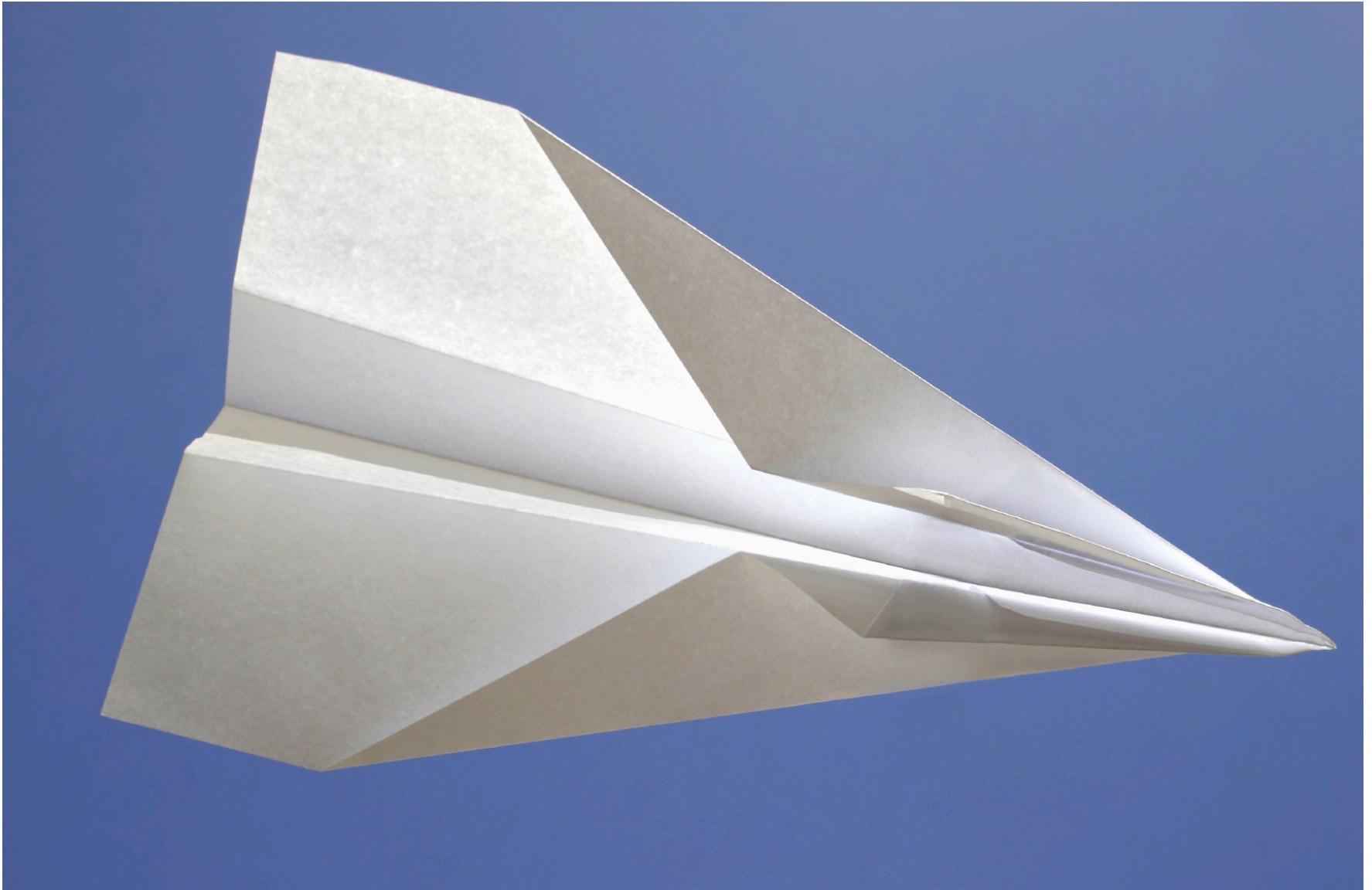




**I create multiple solutions**

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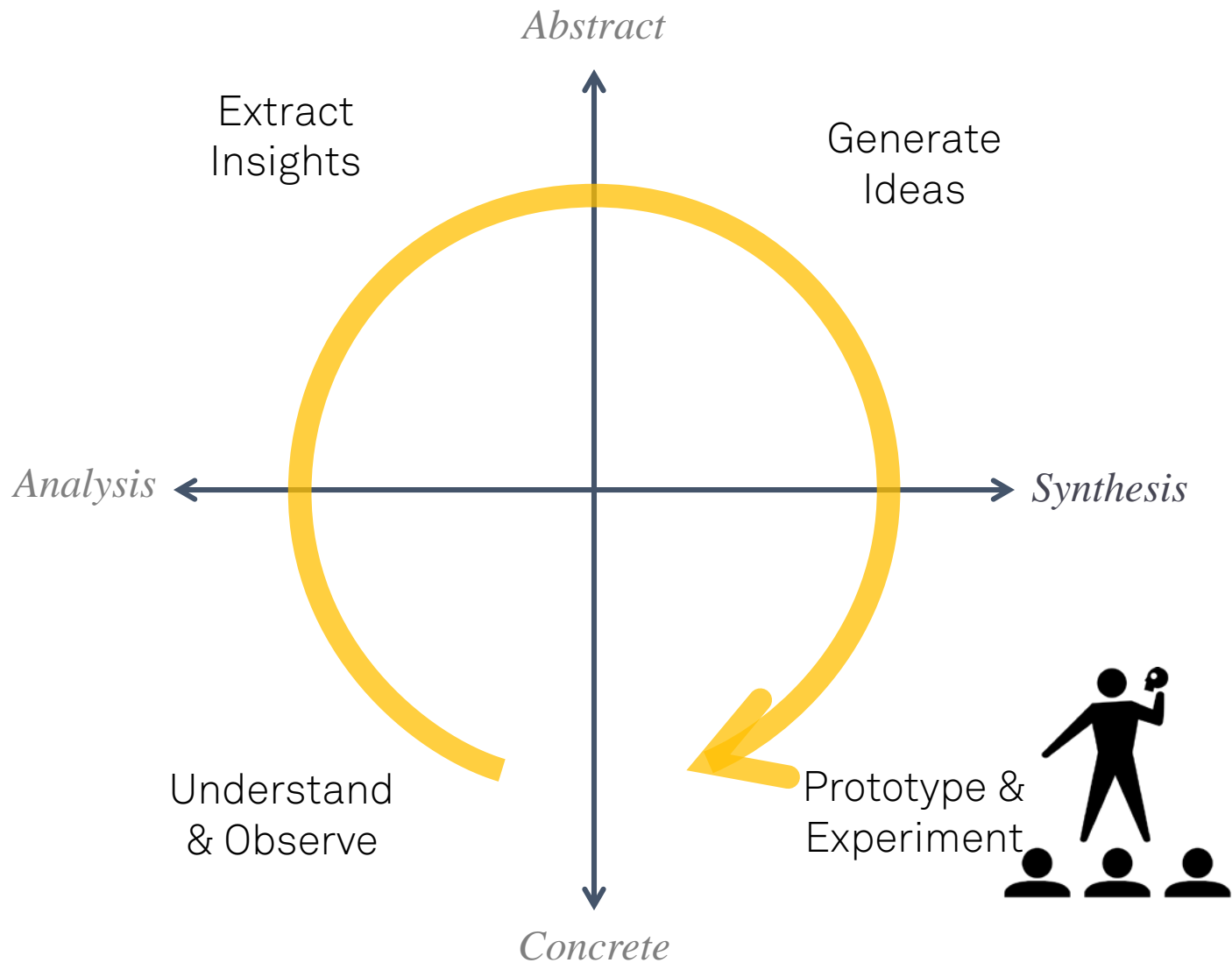


**I prototype. I test. I learn from failure.**

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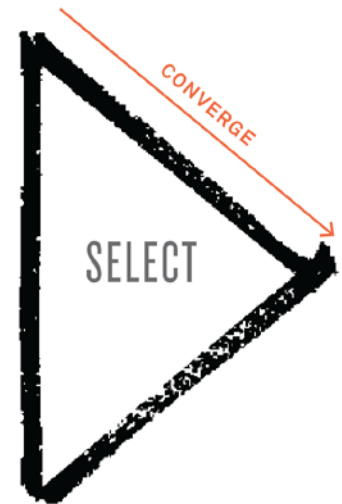
PHASE 4

# Prototype & Experiment



# CONVERGING RULES

- Be affirmative
- Be deliberate
- Check objectives
- Improve ideas
- Consider novelty



# Three Ways to de-risk innovation



# How to be a successful design thinker



Clark Kellogg

# 1. Learn By Doing.



: Kellogg

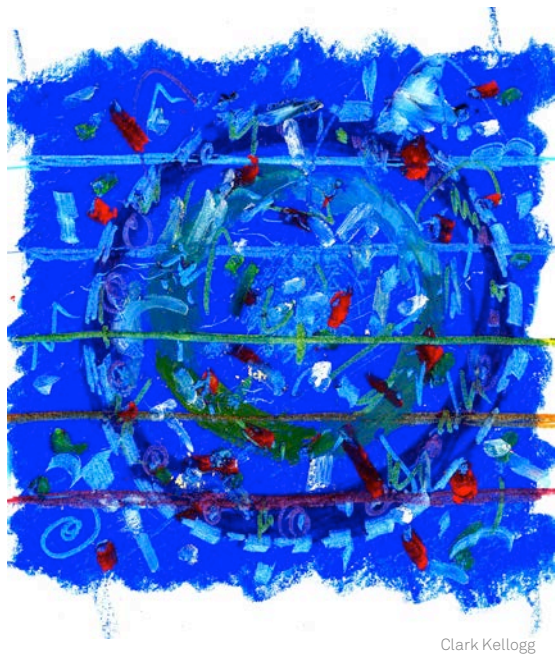
2. Curiosity is  
better than  
judgment.





Clark Kellogg

3. Make your teammates successful.



Clark Kellogg

4. Simplicity  
lives on the  
far side of  
complexity.



5. Trust the process.  
Do the work.

“The best way to predict  
the future is to design it.”

-Alan Kay,  
desktop computing pioneer